

Safety Culture & Behaviours

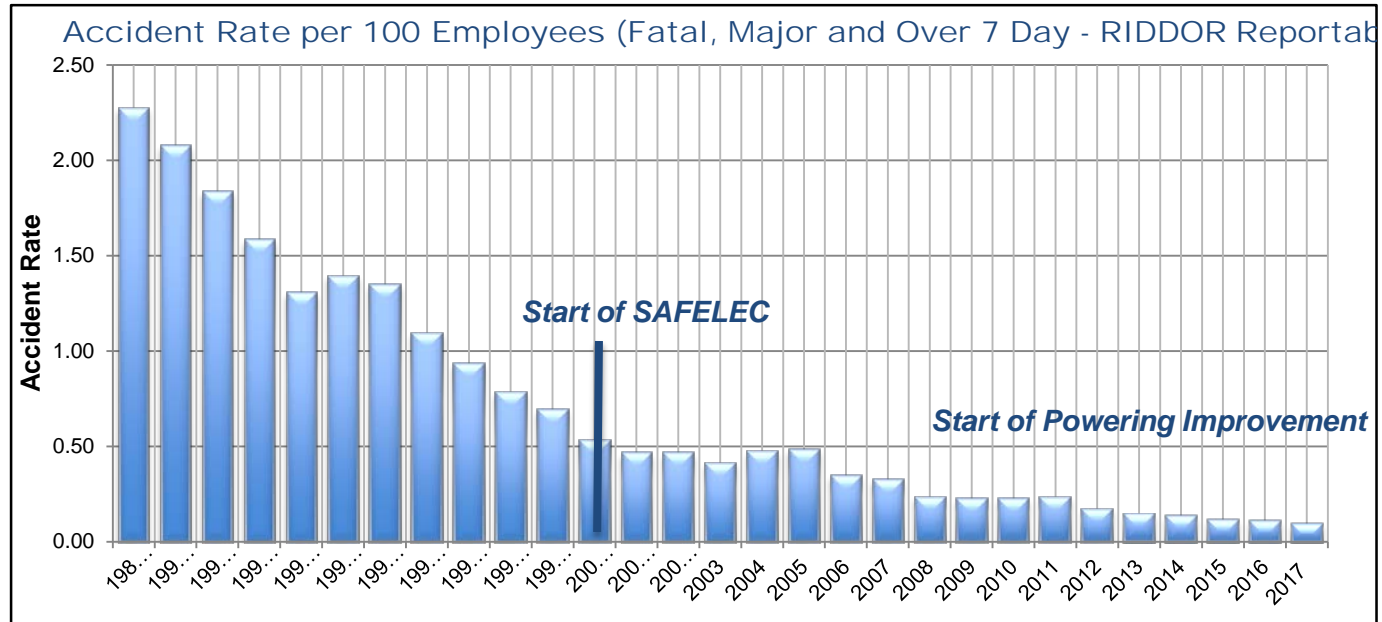
Geoff Earl



Introduction

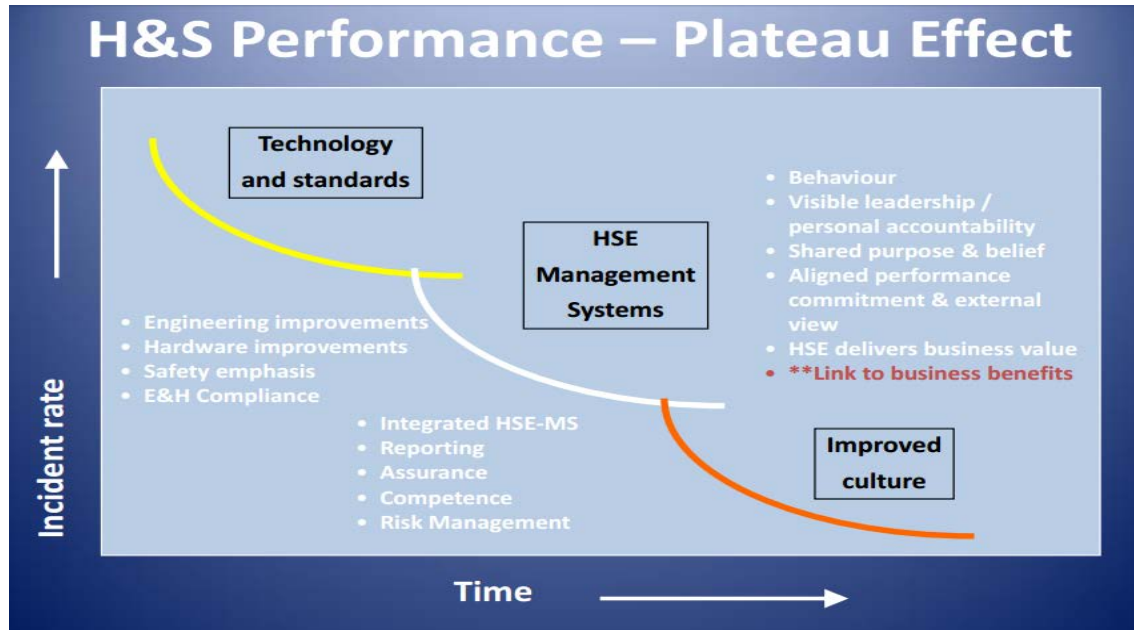
- Behavioural safety theory
- Measurement, science and sense?
- Loads of examples
- Disclaimer

Let's start with an old favourite



“today’s recruits join an industry that is over 10 times safer than it was 30 years ago”

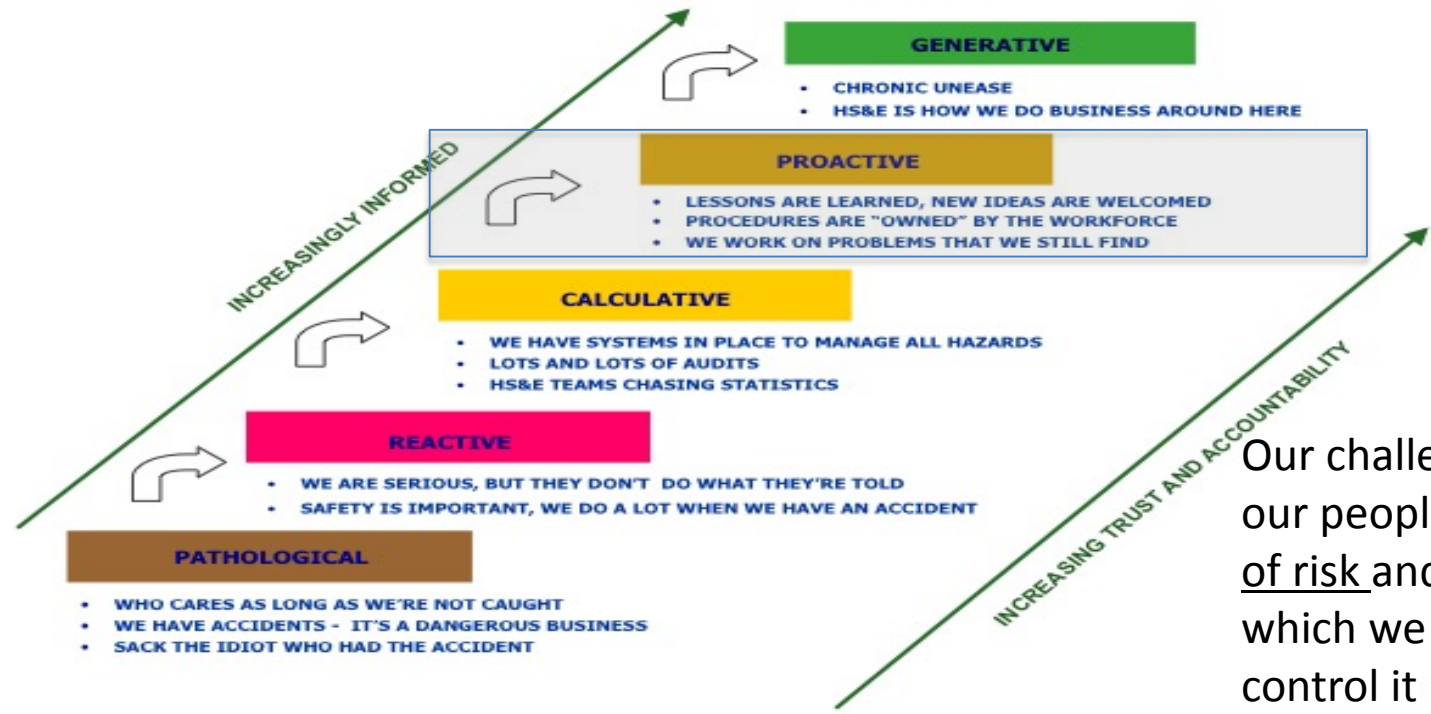
Underpinning progress



“systems, processes, procedures, standards and technology glued together by a strong safety culture”

Be honest with yourselves

HS&E CULTURAL LADDER



Our challenge is to tune ALL our people into our tolerance of risk and the degree to which we expect them to control it (with our help).

Hudson 2001

Even when it hurts!



Complacency rather than **“chronic unease”** in this working at height situation led to a nasty injury in a fall from a vehicle equipped with guards to prevent falling.

Cultural changes needed to deliver our goals?



- Practical examples where our leadership is key in the establishment of safer habits and therefore a stronger safety culture capable of making that next step up the ladder

Cultural changes needed to deliver our goals?

- Driving habits
- PPE habits
- Workplace risk management habits
- Leadership habits



What better driving habits do we need to form?

Habit	Early days	Tipping point	Habit formed	Evidence
Seat belt use	Red	Yellow	Green	Observations, prosecutions
Reverse parking	Red	Yellow	Green	Incidents & observations
Drive-thru parking	Red	Yellow	Green	Incidents, audit & engagement
Circle of inspection	Red	Yellow	Green	Incidents, engagements depot gate obs
Handbrake & gear engaged	Red	Yellow	Green	Incidents & observations

What better driving habits do we need to form?













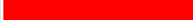




2010



2018

What better driving habits do we need to form?

Habit	Early days	Tipping point	Habit formed	Evidence
Seat belt use				Observations, prosecutions
Reverse parking				Incidents & observations
Drive-thru parking				Incidents, audit & engagement
Circle of inspection				Engagements depot gate observations
Handbrake & gear engaged				Incidents, observations car park surveys
















PPE habits do we need to better form?

Habit	Early days	Tipping point	Habit formed	Evidence
Safety helmets W@H	Red	Yellow	Green	Incidents, audit & observations
Safety helmets non-W@H	Red	Yellow	Green	Incidents, audit & observations
Arc-flash work wear	Red	Yellow	Green	Incidents, audit & observations
Safety eye-wear	Red	Yellow	Green	Incidents, audit & observations

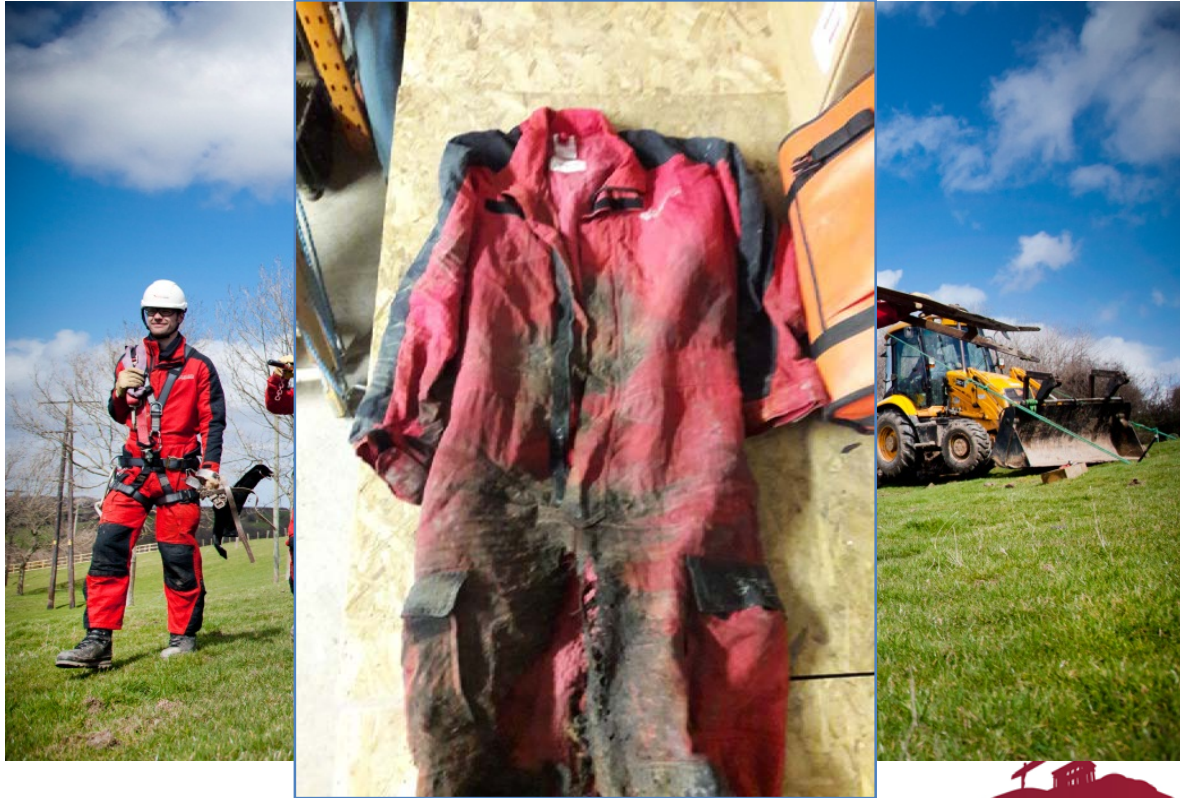
Forced habits for work aloft and on CDM sites



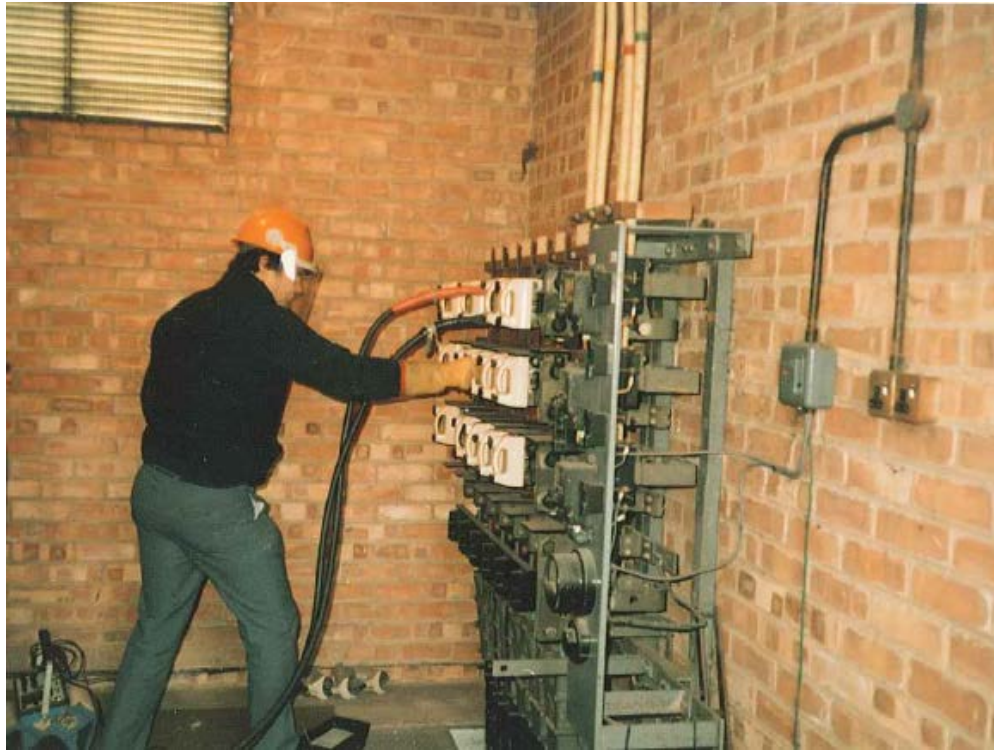
PPE habits do we need to better form?

Habit	Early days	Tipping point	Habit formed	Evidence
Safety helmets W@H			 	Incidents, audit & observations
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Arc-flash work wear			 	Incidents, audit & observations
Safety eye-wear				Incidents, audit & observations













Arc flash – we've all come the journey



But it took a long time



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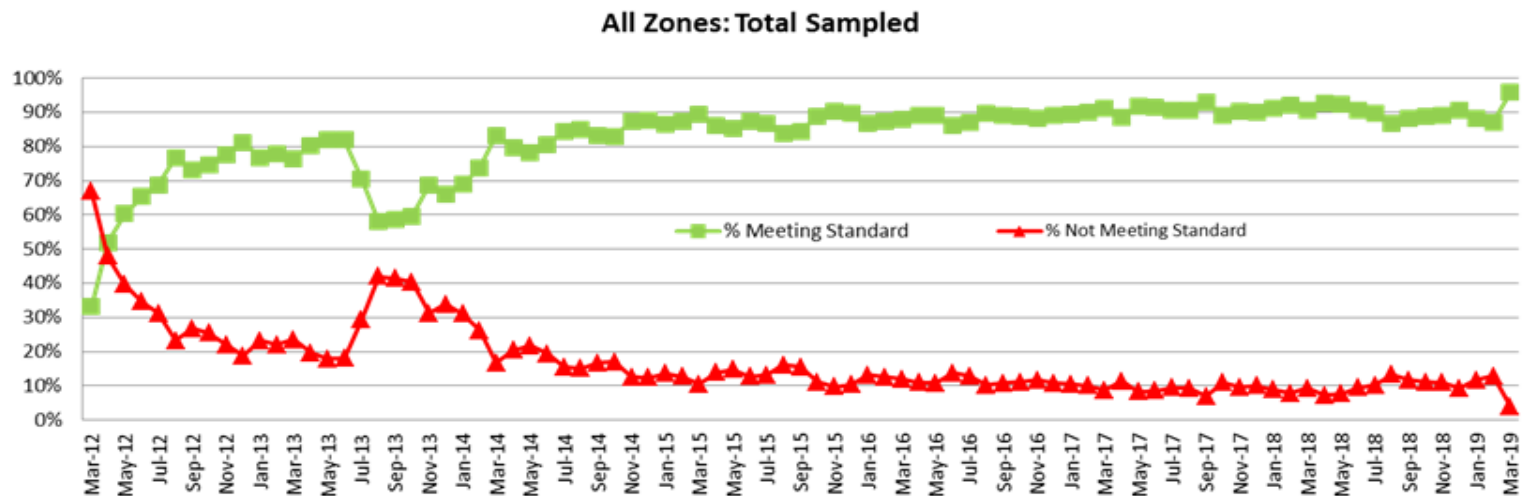
Workplace risk management habits?



Habit	Early days	Tipping point	Habit formed	Evidence
Meaningful risk assessment	Red	Yellow	Green	Incidents, audit & observations
Constructively challenge SAP	Red	Yellow	Green	Incidents, audit & observations
Marking HV cables at set to work	Red	Yellow	Green	Audit



Meaningful risk assessment












- 635 risk assessments reviewed in the month.
- Over 50,000 risk assessments sampled since this initiative started in March 2012.
- In January 88 % of risk assessments met the standard.
- Across the zones we have a swing of satisfactory risk assessments of between 66% to 97%.

This programme is about coaching and changing behaviours to undertake better site risk assessments

Workplace risk management habits?



Habit	Early days	Tipping point	Habit formed	Evidence
Meaningful risk assessment				Incidents, audit & observations
Constructively challenge SAP				Incidents, audit & observations
Marking HV cables at set to work				Audit



Leadership examples?













Habit	Early days	Tipping point	Habit formed	Evidence
Field engagement	Red	Yellow	Green with blue arrow pointing right	Incidents, audit & observations
Office environments	Red	Yellow	Green	Engagement observations
Time for safety	Red	Yellow	Green	Timekeeping, leading indicators

Leading by example

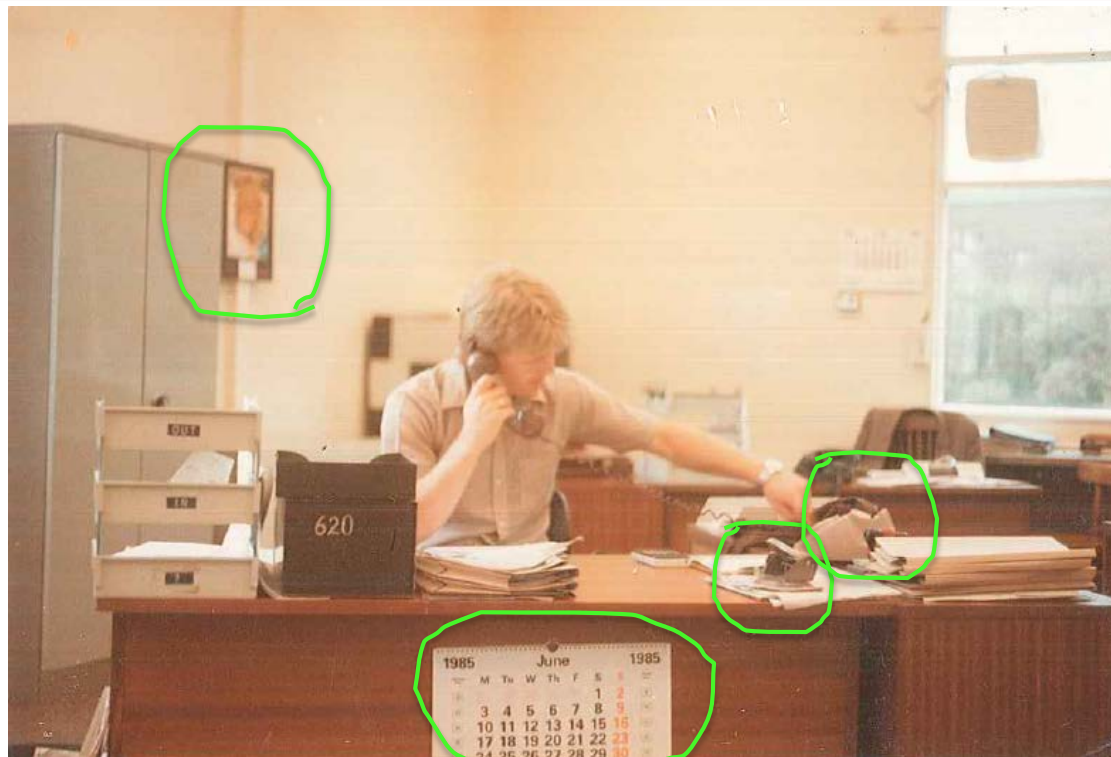


- What do you think this did for the safety culture at BVT on Clydeside?

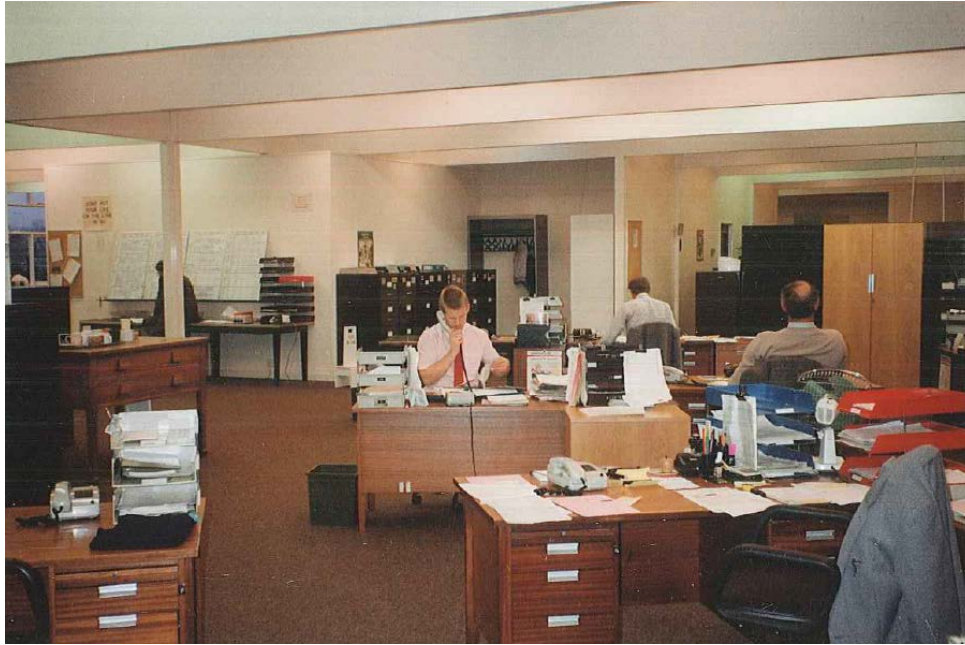
Leadership examples?

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Office environments	 			Engagement observations
Time for safety	 			Timekeeping, leading indicators

Time for safety - June 1985

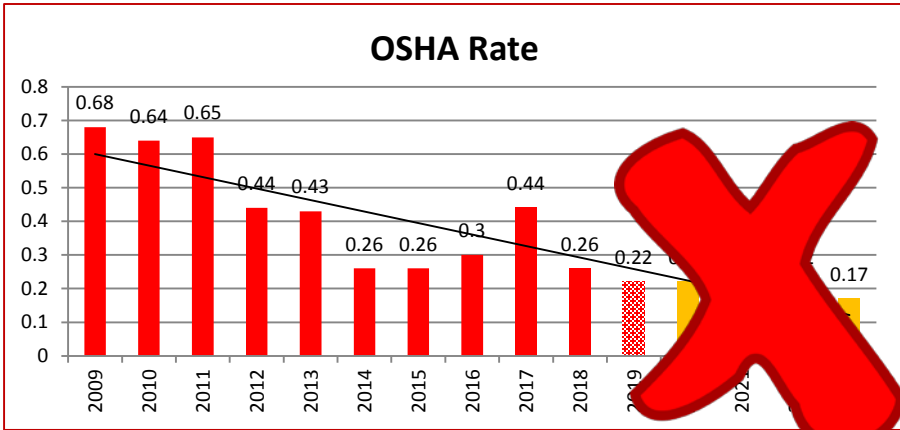


Time for safety - 1988



“technology is supposed to save us time – time that can be spent on safety if we choose invest it that way”

In summary



- Don't fixate on the outputs
- Measure the leading indicators
- Make the necessary adjustments
- Control the controllables

